

Table 10-1. Action Plan

Element	Short-Term Actions	Mid-Term Actions	Long-Term Actions
	(FY03/04)	(FY04/05 – 05/06)	(FY06/07 – 12/13)
LAND USE (Chapter 4.0) Reinvestment / Infill (Section 4.5.1)	<ul style="list-style-type: none">• <u>Establish criteria</u> to define desirable infill development (4A.1)• <u>Revise City regulations and policies</u> to facilitate infill development (4A.2)• <u>Adjust development fees</u> to lessen burdens on investments in designated urban areas (4A.3)• <u>Establish standards, guidelines and incentives</u> for compact, infill and mixed use development forms (4C.1-3)• <u>Encourage use of (existing) financial incentives</u> for reinvestment in historic/abandoned properties (4D.4)• Begin identification of reinvestment corridors for capital improvements (e.g. streetscape/landscaping, utility upgrades, etc.) (4B.3)• <u>Pursue state legislative initiatives</u> to make available additional redevelopment tools (tax increment financing) (4D.6)	<ul style="list-style-type: none">• <u>Conduct Community-wide public facility assessments</u>, and prioritize deficiencies in a revised CIP (4B.1-2)• <u>Conduct City-wide inventory</u> of potential infill/reuse sites and establish development target areas/sites (4D.1-2)• <u>Provide (expanded) incentives</u> for businesses/services in under-served neighborhoods (4D.5)	<ul style="list-style-type: none">• <u>Carry out urban area/infill capital investments</u> prioritized in the CIP (4B.2)• <u>Provide direct City support to private investment</u> in target areas/sites (4D.3)
Downtown (Section 4.5.2)	<ul style="list-style-type: none">• <u>Support</u> private downtown development initiatives (<u>incentives, capital improvements</u>) (4E.2)• Identify significant <u>downtown historic resources</u> (4E.3)• Begin to address <u>preservation of significant downtown historic resources</u> in public/private initiatives (4E.3)	<ul style="list-style-type: none">• <u>Establish a program of City initiatives</u> for downtown development (4E.1)• Continue <u>preservation of significant downtown historic resources</u> in public/private initiatives (4E.3)	<ul style="list-style-type: none">• <u>Carry out a program of City initiatives</u> for downtown development (4E.1)• Continue <u>preservation of significant downtown historic resources</u> in public / private initiatives (4E.3)
Growth at the Fringe (Section 4.5.3)	<ul style="list-style-type: none">• <u>Initiate a Fringe Area Land Use Plan</u> in coordination with Guilford County (4F.1, 9A.1)• Establish and seek county support for <u>mechanisms to implement growth tiers</u>, to address the following:<ul style="list-style-type: none">- Development staging- Annexation criteria (contiguity, infrastructure capacity, fiscal impact, etc.)- Extension of public facilities (4F.2-3)• Create, refine and apply guidelines and incentives to promote compact development (4G.1) [See also 4C.1 & 3, 6C. 1-2]• <u>Coordinate infrastructure policies</u> to ensure consistency with compact development designations (4G.2)• <u>Begin development of a Fringe Area component of a more detailed Open Space and Greenways Plan</u> with the County (4G.4)	<ul style="list-style-type: none">• <u>Develop and adopt a Fringe Area Land Use Plan</u> in coordination with Guilford County (4F.1, 9A.1)• <u>Initiate designation</u> of the fringe as Greensboro's Extraterritorial Jurisdiction (4F.4)• <u>Establish a plan to provide infrastructure</u> in advance of development, consistent with growth tiers (4F.5)• <u>Expand designation of scenic roadways</u> with the County (4G.5, 5C.2, 5F.1)• <u>Create a Conservation Development zoning district</u> (4G.3)• <u>Complete development of a Fringe Area component of a more detailed Open Space Greenways Plan</u> with the County (4G.4)	<ul style="list-style-type: none">• <u>Carry out a plan to provide infrastructure</u> in advance of development, consistent with growth tiers (4F.5)• <u>Carry out a Fringe Area component of a more detailed Open Space and Greenways Plan</u> with the County (4G.4)
COMMUNITY CHARACTER (Chapter 5.0) Parks, Open Space, and Natural Resources (Section 5.1)	<ul style="list-style-type: none">• <u>Begin preparation of a more detailed Open Space and Greenway Plan</u>, including identification of priority conservation areas, linkage elements (trails), urban park components, and stream corridors (4G.4, 5A.1 and 4, 8B.4)• <u>Create/modify regulatory requirements and incentives</u> for:<ul style="list-style-type: none">- open space dedications (5A.3) [to work hand in hand with the preparation of the updated Open Space and Greenway plan (Policies 4G.4., 5A.1&4)]- tree protection (5B.1)- tree planting / landscaping (5B.2)- stream corridor protection (5B.3)- floodplain management (5B.4)• <u>Establish priorities/costs</u> for a community-wide tree planting initiative (5C.1)• <u>Continue Stormwater Master planning efforts</u> (5B.4)	<ul style="list-style-type: none">• <u>Complete the update of the Open Space and Greenways Plan</u> (4G.4, 5A.1 and 4, 8B.4)• <u>Create implementation/funding mechanisms</u> for a community-wide tree planting/re-vegetation program (5C.1)• <u>Continue Stormwater Master planning efforts</u> (5B.4)• <u>Consider options for development of comprehensive stream map</u> (5B.3)	<ul style="list-style-type: none">• <u>Implement the Open Space and Greenways Plan</u>, including tools such as a bond program, dedicated tax revenue, incentives/requirements for (stream corridor/"missing links") dedications, easements, and partnerships with land trusts (4G.4, 5A.1,2 and 4, 8B.4)• <u>Initiate implementation of a</u> community-wide tree planting/re-vegetation program (5C.1)• <u>Implement portions of the Stormwater master plan, including Capital Improvement Programs</u> to address quantity and quality issues (5B.4)• <u>Begin to develop comprehensive stream map</u> (5B.3)

Element	Short-Term Actions	Mid-Term Actions	Long-Term Actions
Man-Made Environment (Section 5.2)	<ul style="list-style-type: none"> • <u>Establish priorities, costs and resources</u> to create an on-going historic survey program, and to expand protection of historic resources (5D.1-2) • <u>Investigate mechanisms/partnership opportunities</u> to promote a heritage tourism initiative (5D.3) • <u>Identify priority corridors</u> for scenic corridor overlay districts (5F.1) • <u>Create new City-wide and special district design standards including:</u> <ul style="list-style-type: none"> - scenic corridor overlay districts (5F.1) - commercial "big box" (5F.2) - pedestrian-oriented (5F.2) - buffers / screening (5F.2) - signage (5F.2) - roadway corridor aesthetics / access mgt., etc. (5F.2 and 4) • <u>Create/revise mechanisms</u> to apply design standards to new and (retroactively) to existing developments (5F.3) 	<ul style="list-style-type: none"> • <u>Identify priorities, funding sources, and partnership opportunities for a phased capital program</u> to enhance City gateways, corridors and landmarks (5C.2, 5E.1) • <u>Create implementation/funding mechanisms</u> for an on-going historic survey program, and to expand protection of historic resources (5D.1-2) • <u>Create/support partnership efforts</u> to promote a heritage tourism initiative (5D.3) • <u>Develop aesthetic standards and design guidelines</u> for public building and spaces (5E.2) • <u>Continue new City-wide and special district design standards including:</u> <ul style="list-style-type: none"> - scenic corridor overlay districts (5F.1) - commercial "big box" (5F.2) - pedestrian-oriented (5F.2) - buffers / screening (5F.2) - signage (5F.2) - roadway corridor aesthetics / access mgt., etc. (5F.2 and 4) • <u>Continue to create/revise mechanisms</u> to apply design standards to new and (retroactively) to existing developments (5F.3) 	<ul style="list-style-type: none"> • <u>Initiate implementation</u> of an on-going historic survey program, and expand protection of historic resources through historic designations, easements, etc. (5D.1-2) • <u>Continue to support partnership efforts</u> to promote a heritage tourism initiative (5D.3) • <u>Initiate phased capital program</u> to enhance City gateways, corridors and landmarks (5C.2, 5E.1)
HOUSING AND NEIGHBORHOODS (Chapter 6.0)	<ul style="list-style-type: none"> • <u>Implement</u> a Neighborhood Planning Initiative (6A.1) • <u>Implement measures to protect neighborhoods</u> from inconsistent development by private and public projects (6A.4) • <u>Initiate a program</u> to reclaim/eliminate substandard housing/blighting influences (6B.1) • Explore strategies to <u>promote rehabilitation of historic houses and buildings</u> (6B.2) • <u>Research/create and apply flexible, variable density bonuses</u> for various housing types (transit/pedestrian-oriented, mixed use, affordable) (6C.1) • <u>Revise residential zoning</u> districts to encourage mixed housing types (6C.2) • <u>Consider ways to provide more affordable housing</u> in large developments (6C.3) 	<ul style="list-style-type: none"> • <u>Carry out</u> a Neighborhood Planning Initiative (6A.1) • <u>Carry out mechanisms</u> to protect neighborhoods from inconsistent developments (6A.4) • <u>Identify initiatives</u> to reduce poverty concentrations/promote mixed-income neighborhoods (6A.2) • <u>Create an on-going strategy</u> for housing and neighborhood condition monitoring (6A.3) • <u>Carry out a program</u> to reclaim/eliminate substandard housing/blighting influences (6B.1) • Implement strategies to <u>promote rehabilitation of historic houses and buildings</u> (6B.2) • <u>Create programs/mechanisms</u> to improve maintenance of existing housing stock (6B.3) • <u>Establish a mechanism</u> to provide information on availability of housing affordable to those 80% or less than median income (6B.4) • <u>Increase initiatives</u> to address housing/support service needs of needy citizens (6B.5) • <u>Consider increasing the dedicated funding source</u> for expanded housing programs (6B.6) • Implement mechanism to provide more affordable housing. (6C.3) 	<ul style="list-style-type: none"> • Continue the Neighborhood Planning Initiative with <u>on-going neighborhood programs/services</u> (6A.1) • <u>Carry out initiatives</u> to reduce poverty concentrations/promote mixed-income neighborhoods (6A.2) • <u>Carry out an on-going strategy</u> for housing and neighborhood condition monitoring (6A.3) • <u>Carry out programs/mechanisms</u> to improve maintenance of existing housing stock (6B.3)

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ECONOMIC DEVELOPMENT (Chapter 7.0)	<ul style="list-style-type: none"> Define the economic development objectives and related strategies of the City of Greensboro (7A.1) Encourage "home-grown" and community-based businesses, emphasizing opportunities for minorities and under-served parts of the community (7A.2) Revise incentive guidelines to make consistent with the new economic development objectives (7A.5) Enact regulatory changes to make it easier to start/operate small businesses (e.g. live-work units, review home occupation ordinance) (7A.6) Provide assistance on economic development matters to individuals and businesses (7B.1) Create a permitting appeals process to Department Head/City Manager (7B.2) Adopt results-oriented economic development as part of City government mission statement (7B.3) Conduct inventory of land suitable for business development to include East Greensboro and other under-served areas (zoned/has infrastructure available) (7C.1) Continue to provide funding to agencies/organizations involved in economic development, consistent with the City's economic development objectives (7D.1) Support GDOT/PART programs to connect workers to jobs (7D.5) 	<ul style="list-style-type: none"> Increase resources for economic development (high level staffing, Minority Business Development Council, Economic Development Investment Fund) (7A.3, 7D.4) Based on economic development objectives, provide incentives for priority economic development projects (7A.4) Adjust zoning/capital improvement priorities to ensure that adequate land is zoned and has infrastructure available for business development with a special emphasis on East Greensboro and other under-served areas (7C.1) Maintain and publicize an inventory of available economic development sites with a special emphasis on East Greensboro and other under-served areas (7C.2) Identify brownfield/abandoned sites and pursue funding especially in Downtown, East Greensboro, and other under-served areas (7C.3) [See also 4D.1-6] Explore the feasibility of a technology development zone to include sites in East Greensboro and other under-served areas (7C.4) Continue and expand the City's role as a catalyst in facilitating priority economic development projects (legislative authorization) (7D.2) Promote economic development through public/private partnerships (i.e. universities, adult ed., work with NCA&TSU to establish a research park on the A&T farm property) (7D.3) Continue to support GDOT/PART programs to connect workers to jobs (7D.5) 	<ul style="list-style-type: none"> Take actions necessary to expand availability of land for business development through zoning, provision of infrastructure and other necessary means to include a special focus on East Greensboro and other under-served areas (7C.1) Pursue and secure priority economic development projects by applying new/revised incentives, use of City funding for "catalyst" projects, and use of additional redevelopment tools and funding sources, including: <ul style="list-style-type: none"> Brownfield sites/abandoned properties (7C.3) Technology Development Zone (7C.4) East Greensboro development initiatives (7C.5) Public/private partnerships (7D.2-3) Continue to support GDOT/PART programs to connect workers to jobs (7D.5)
TRANSPORTATION (Chapter 8.0)	<ul style="list-style-type: none"> Modify internal GDOT policies, programs and priorities to: <ul style="list-style-type: none"> prioritize a comprehensive maintenance program (8A.1) maximize capacity of existing roadways before new construction (8A.2) address deficiencies by eliminating gaps and bottlenecks (8A.3) modify LOS expectations in special areas (8A.5) expand traffic management programs (8A.11) Develop a Collector Street Plan to promote enhanced connectivity (8A.8) Begin development of a strategic road investment plan for under-served areas, tied to land use/environmental goals (8A.4) Identify and pursue grants and other funds for bicycle facilities, sidewalks and trails (8B.2) Initiate consideration of accelerated development of key highway improvements: <ul style="list-style-type: none"> northern portion of the urban loop (8A.9) US 29/urban loop interchanges (8A.10) Evaluate and expand as necessary present provisions for <ul style="list-style-type: none"> funding for construction and maintenance of bicycle facilities, sidewalks and trails (8B.1) development standards to promote walkability (8B.2) coordination of pedestrian/bicycle improvements with roadway and transit plans (8B.3) identification of "missing links" in the trail system (8B.4, 5A.4) parking standards (8E.1) downtown parking strategy (ongoing) (8E.4) roadway design standards (connectivity, context, access mgt., etc.) (8F.1) 	<ul style="list-style-type: none"> Complete plan and begin implementation of the strategic road investment plan for under-served areas, tied to land use/environmental goals (8A.4) Modify internal GDOT policies, programs and priorities to: <ul style="list-style-type: none"> expand traffic demand management programs (8A.12) Incorporate geometric design standards to promote flexibility, context-sensitive development and traffic calming (8A.6, 8A.13) Complete Plan and begin implementation of the Collector Street Plan to promote enhanced connectivity (8A.8) Seek intergovernmental action for accelerated development of key highway improvements: <ul style="list-style-type: none"> northern portion of the urban loop (8A.9) US 29/urban loop interchanges (8A.10) Adjust the City's Capital Improvement Program with prioritized bicycle/pedestrian initiatives (8B.2) Begin the development of the Bicycle Plan (8B.2) Adjust development standards to: <ul style="list-style-type: none"> promote bicycling in new developments (8B.2) incorporate bicycle/pedestrian improvements in roadway and transit plans (8B.3) dedicate "missing links" in the trail system at the time of development. (8B.4, 5A.4) encourage transit-supportive design features/use mixes at major activity centers (8C.3) improve efficiency of parking (shared use, promotion of infill) (8E.2-3) improve connectivity, context-sensitivity, access management, etc. in roadway design (8F.1) 	<ul style="list-style-type: none"> Initiate and fund a strategic road investment plan for under-served areas, tied to land use / environmental goals (8A.4) Implement Bicycle Plan (8B.2) Continue implementation of walkability initiatives (8B.2) Continue implementation of the Long-Range Transit Plan (8C.1) Subject to feasibility / funding, create initiatives to: <ul style="list-style-type: none"> establish secondary transit centers (8C.4) establish an additional dedicated funding source for transit (8C.5) reassess and continue implementation of the downtown parking strategy (8E.4)

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Element	Short-Term Actions	Mid-Term Actions	Long-Term Actions
TRANSPORTATION (Chapter 8.0) (cont.)	<ul style="list-style-type: none"> • <u>Adjust development standards to:</u> <ul style="list-style-type: none"> - Promote walkability in new developments (8B.2) • <u>Assess opportunities/needs to:</u> <ul style="list-style-type: none"> - enhance existing bus service including shuttles, passenger amenities, etc. (8C.2) - develop park-and-ride and feeder/express bus services to support the regional system (8D.2) 	<ul style="list-style-type: none"> • Adopt Long-Range Transit Plan and begin implementation (8C.1) • Begin Implementation of walkability initiatives (8B.2) • <u>Assess opportunities/needs to:</u> <ul style="list-style-type: none"> - establish secondary transit centers (8C.4) - establish an additional dedicated funding source for transit (8C.5) - prepare for future regional transit service (8D.1) • Subject to feasibility/funding, <u>create initiatives to:</u> <ul style="list-style-type: none"> - enhance existing bus service (8C.2) - develop park-and-ride and feeder/express bus services for the regional system (8D.2) • <u>Implement downtown parking strategy</u> (8E.4) 	
COMMUNITY FACILITIES, SERVICES, AND INFRASTRUCTURE (Chapter 9.0)	<ul style="list-style-type: none"> • <u>Investigate potential funding sources</u> for a phased capital program for the extension of water and sewer (capital recovery fee) (9A.3) • <u>Link annexation decisions to water/sewer extension policies</u> within defined criteria for annexation (contiguity, growth tier, infrastructure capacity, fiscal impact) (9A.5, 4F.3) • Continue development of a <u>plan for solid waste disposal</u> (9B.1) • <u>Expand programs, design standards and regulatory provisions</u> for stormwater runoff including stream corridor protection and floodplain management (9B.4-5, 5B.3-4) • <u>Evaluate resources needed to provide police and other public services</u> in newly annexed areas (9C.3) • <u>Initiate dialog with Guilford County Public Schools</u> to coordinate school siting with the City's growth policies and to identify opportunities for joint facilities (9C.4, 9D.2) • Consistent with the Strategic Five Year Plan of the Greensboro Police Department, <u>continue to implement an integrated approach to policing</u> focused on crime prevention (9F.1) • <u>Initiate cooperative dialog between Greensboro Police Department and</u> <ul style="list-style-type: none"> - other City Departments, to identify opportunities to broaden the effectiveness of crime prevention efforts (9F.2) - residents, to address safety and crime prevention at the neighborhood level (9F.3) 	<ul style="list-style-type: none"> • <u>Establish a phased capital program to provide infrastructure</u> in advance of development, consistent with the fringe area growth tiers (9A.2, 4F.5) • <u>Work with Guilford County</u> on the use of funds allocated to the County to support the phased capital program (9A.4) • Complete and begin implementation of a <u>plan for solid waste disposal</u> (9B.1) • Enact a "community facility planning system" based on objective level of service standards and apply in capital and operating budgeting (9C.1-2) • Develop a <u>long-term plan for the City's future public water and wastewater</u> treatment needs, within timeframes with minimum risk of exceeding planned capacities (9B.2-3) • <u>Adjust criteria for development and programming City and community facilities and services</u> to incorporate opportunities for : <ul style="list-style-type: none"> - joint/multiple use (9D.1) - remote (computer) links to City services (9D.3) - integration of community facilities into mixed use centers (9E.1) - non-traditional means of access to multiple City services (neighborhood resource centers) (9E.2) - meeting unique needs of diverse population groups (9E.3) • Consistent with the Strategic Five Year Plan of the Greensboro Police Department, <u>continue to implement an integrated approach to policing</u> focused on crime prevention (9F.1) • <u>Expand the effectiveness of the "safest city" initiative</u> by: <ul style="list-style-type: none"> - linking multiple comprehensive plan policies to safety (neighborhood planning initiative, economic opportunities) (9F.4) - increasing human, operational and capital resources of the Greensboro Police Department (9F.5) 	<ul style="list-style-type: none"> • Complete implementation of a <u>plan for solid waste disposal</u> (9B.1) • Consistent with the Strategic Five Year Plan of the Greensboro Police Department, <u>continue to implement an integrated approach to policing</u> focused on crime prevention (9F.1) • <u>Implement programming of City and community facilities and services</u> to incorporate opportunities for : <ul style="list-style-type: none"> - joint/multiple use (9D.1) - remote (computer) links to City services (9D.3) - integration of community facilities into mixed use centers (9E.1) - non-traditional means of access to multiple City services (neighborhood resource centers) (9E.2) - meeting unique needs of diverse population groups (9E.3)

NOTE: For the full text of the policies refer to the corresponding chapter and policy number as referenced in the parenthesis () at the end of each policy in the Action Table.